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Personnel

**AIR FORCE RECRUITING SERVICE (AFRS)
TRAINING PROGRAM**

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This instruction implements AFRPD 36-22, *Military Training*, and AFI 36-2201, Volumes 1 through 6, *Air Force Training Program*. It establishes requirements for the Air Force Recruiting Service (AFRS) Training Program and applies to all levels of command within AFRS. It does not apply to Air National Guard and Air Force Reserve Command units.

HQ AFRS/RSOT must approve all subordinate unit supplements to this instruction prior to publication. See **Attachment 1** for a glossary of references and supporting information. Ensure that all records created as a result of processes prescribed in this publication are maintained in accordance with AFMAN 33-363, *Management of Records*, and disposed of in accordance with the Air Force Records Disposition Schedule (RDS) located at <https://www.my.af.mil/gcss-af61/afrims/afrims>.

SUMMARY OF CHANGES

This revision updates guidance making HQ AFRS/RSOT the office of primary responsibility (OPR) for training of five essential elements of marketing (paragraph **1.14.**); identifies HQ AFRS Marketing renaming to HQ AFRS Strategic Communications Division (paragraph **2.**); updates group training as the responsible agent for providing in-field marketing training to the senior trainer (paragraph **4.1.**); extends training time to 120 days (paragraphs **4.2.** and **4.3.**); adds requirement for new squadron superintendent orientation (paragraphs **4.4.** and **A3.10.** through **A3.10.2.**); updates requirement for group workshop schedule to be provided to HQ AFRS/RSOT (paragraph **4.7.**); deletes public affairs noncommissioned officer (NCO) training requirements; adds requirement for use of developmental workbooks (paragraphs **6.3.** and **7.2.17.**); updates requirements on certifications (paragraph **6.6.**); combines training and marketing as one branch and updates the branch's responsibilities (paragraphs **7.**, **7.2.**, **7.2.3.**, **7.2.9.**, **7.2.12.**, **7.2.16.** through **7.2.18.**, and **7.2.20.**); deletes responsibilities of marketing NCO and realigns under squadron training and marketing (throughout paragraph **7.**); designates the senior trainer as primary trainer for training and marketing tasks (paragraph **7.1.**); updates required supplemental training titles, due dates, and required production positions (**Table 1.**); updates requirements for training plans (paragraph **17.2.2.**);

updates training agenda requirements (paragraph [18.1.](#)); updates requirement for schoolhouse to complete biography using AFRS Form 9, *New Recruiter Personal Biography*, prescribes AFRS Form 9 and identifies key personnel who receive it (paragraphs [21.1.](#) and [26.](#)); provides major updates to [Section F](#) (paragraphs [23.](#) through [23.5.](#) and [25.](#)); updates [Attachment 2](#) as the source document for all required AFRS-level workshops, etc. (paragraphs [A2.1.](#), [A2.2.](#), [A2.2.3.](#), [A2.2.5.](#), [A2.2.6.](#), [A2.2.7.](#), [A2.2.8.](#), [A2.2.9.](#), and [A2.2.11.](#)); deletes training requirements for system administrators in [Attachment 3](#); changes all references from Officer Accessions (OA) to Health Professions (HP); updates the title superintendent to production superintendent where appropriate throughout; updates references throughout, and renumbers paragraphs throughout the instruction. A bar (|) in the left margin indicates revision from the previous edition.

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Section A—Responsibilities

1. HQ AFRS Training Branch (HQ AFRS/RSOT). HQ AFRS training branch personnel will:

- 1.1. Develop training and inspection program policy and guidelines for AFRS.
- 1.2. Serve as the AFRS office of primary responsibility (OPR) for the Air Force Recruiting School.
- 1.3. Serve as the liaison and consultant with the Air Force Recruiting School for the Basic Recruiter Course to ensure the curriculum remains current.
- 1.4. Serve as the liaison with Department of Defense, Air Force, and commercial agencies aggressively researching the latest training concepts and tools for employment within AFRS.
- 1.5. Develop guidance for recruiting group (RCG) and squadron (RCS) self-inspection program (SIP) and staff assistance visits (SAV) according to AFRSI 90-201, *Air Force Recruiting Service (AFRS) Inspection Programs*.
- 1.6. Develop and coordinate HQ AETC/IGIR (Recruiting Inspector General) inspection checklists.
- 1.7. Develop command job qualification standards (CJQS) for all Air Force specialty code (AFSC) 8R000 tasks.
- 1.8. Serve as OPR for AFRSI 36-2801, *Air Force Recruiting Service Awards Program*.
- 1.9. Maintain and publish a master schedule of AFRS command-wide workshops and conferences.
- 1.10. Schedule, coordinate, and conduct workshops and conferences. (See [Attachment 2](#) for further information.)
- 1.11. Standardize command training and evaluation methods, training aids, and evaluation, assessment and training products for AFRS.
- 1.12. Coordinate development and implementation of training aids with recruiting groups and squadrons.
- 1.13. Provide the AFRS Commander (CC) with an assessment of AFRS training, evaluation, and inspection programs and processes through use of the following:
 - 1.13.1. Conduct field SAVs as directed or necessary. Conduct field training assistance visits and training oversight as requested or necessary.
 - 1.13.2. Conduct command-wide surveys or training assessment reports to determine the health of the training programs. Review training-related requests for relief action packages (AFRS Form 1374, *Recruiter Evaluation*). (AFRS Form 1374 is prescribed by AFRSI 36-2101, *Air Force Recruiting Service (AFRS) Military Personnel Programs*. Refer to that publication for guidance on filling out the form.)
 - 1.13.3. Compile training status reports for senior leadership as required or directed by higher headquarters.
- 1.14. Provide support to recruiting groups and squadrons as requested or directed, to include being the OPR for training of the five essential elements of marketing. Marketing training will be conducted by a HQ AFRS trainer with the appropriate group marketing point of contact in order for marketing training to take place during the group in-field training with squadron senior trainers (paragraph [4.1](#)).

2. HQ AFRS Strategic Communications Division (HQ AFRS/RSM). Coordinate and conduct marketing and training conference for all squadron training and marketing sections at least once a year.

3. Group Superintendent (RCG/CCU). Each group superintendent will:

- 3.1. Serve as primary consultant and mentor for squadron superintendents and production superintendents.
- 3.2. Identify experienced production superintendents to conduct shadow training for newly designated squadron production superintendents. **Note:** Unless waived in writing by the gaining RCG/CC, each new production superintendent will spend a full workweek with an experienced squadron production superintendent prior to a permanent change of station (PCS) assignment.
- 3.3. Conduct a training visit with each new squadron production superintendent within 90 days of his or her assignment.
- 3.4. Review all training-related requests for relief action (AFRS Form 1374) and provide feedback to the squadron production superintendent, as necessary.

4. Group Training Team (RCG/RST). Group training team personnel will:

- 4.1. Conduct and/or coordinate initial supplemental field training for all production program flight chiefs and squadron senior trainers, to include marketing training, within 120 days of their assignment. When approved by the group superintendent, flight chief supplemental field training may be conducted by a squadron senior trainer.
- 4.2. Conduct and/or coordinate initial supplemental field training for military entrance processing station (MEPS) liaison supervisors (MLS) and recruiting squadron operations flight chiefs within 120 days of their assignment by trained personnel from the recruiting group, another recruiting squadron, or HQ AFRS.
- 4.3. Coordinate and ensure newly assigned recruiting group HP and recruiting service support (RSS)/recruiting service operations (RSO) flight commanders receive initial training within 120 days of assignment by trained personnel from another recruiting group or HQ AFRS.
- 4.4. Coordinate training for RSS flight personnel, new first sergeants, and squadron superintendents (according to [Attachment 3](#)), using trained personnel from another recruiting squadron, recruiting group, or HQ AFRS.
- 4.5. Use the appropriate job qualification standard (JQS) as a training plan to conduct training. Ensure each critical task is demonstrated, and the necessary field training time is spent observing trainee performance as follows:
 - 4.5.1. Prior to leaving the training site, complete a draft AF IMT 623a, *On-the-Job Training Record Continuation Sheet*. On the IMT, identify what was demonstrated and observed. Also make recommendations on areas needing training attention. Provide a copy of the IMT to the trainee, trainee's supervisor, and squadron training team for the commander and production superintendent review. (AF IMT 623a is prescribed by AFI 36-2201, Volume 3, *Air Force Training Program on the Job Training Administration*. Refer to that publication for guidance on filling out the form.)

4.5.2. Ensure the final AF IMT 623a is forwarded to the squadron training team (RCS/RST) within 30 days after completion of a training visit.

4.6. Monitor squadron-training programs and provide the necessary support. Ensure quality and effective programs are in place that will address training needs.

4.7. Prepare an annual workshop schedule (based on fiscal year) containing all recruiting group workshops, seminars, SAVs, and conferences. Forward the schedule to HQ AFRS/RSOT by 30 September of each year. Coordinate the group schedule with the HQ AFRS/RSOT master schedule to eliminate conflicts in training requirements.

4.8. Schedule, coordinate, and conduct workshops and conferences as required to support the AFRS mission as follows:

4.8.1. Ensure personnel are scheduled for the earliest possible HQ AFRS and/or recruiting group workshop, as appropriate.

4.8.2. Schedule and coordinate attendance for all national-level workshops and conferences with HQ AFRS/RSOT ([Attachment 2](#)).

4.8.3. Schedule, coordinate, and conduct the follow-on flight chief workshop to include professional sales coaching (PSC) applications for all enlisted accessions (EA) and health professionals (HP) flight chiefs between each new flight chief's fourth and eighth month of training.

4.8.4. Schedule, coordinate, and conduct professional selling skills (PSS) applications with the EA refresher workshop for EA recruiters between their fourth and eighth month of training.

4.8.5. Schedule, coordinate, and conduct a follow-on HP workshop to include a PSS HP applications review for all HP recruiters between their fourth and eighth month of training.

4.9. Review training-related relief actions for content and trends. Provide the group superintendent with an assessment of the training provided.

4.10. Review squadron training status reports for compliance with requirements.

4.11. Conduct SAVs and supplemental training at the discretion of the RCG/CC.

5. Squadron Commander (RCS/CC). Each squadron commander will:

5.1. Appoint in writing individuals designated to act as certifying officials, and task certifiers other than the production superintendent. Those designated must have been previously certified on the task.

5.2. Review recruiter training evaluations and relief packages as necessary.

5.3. Review and approve requests for training extensions according to paragraph [15](#).

6. Squadron Production Superintendent (RCS/CCY). Each squadron production superintendent will:

6.1. Serve as primary trainer for production (EA and HP) flight chiefs and the squadron senior trainer. Other qualified task-certified trainers may be used to carry out training responsibilities for those non-production positions undergoing task certification training.

6.2. Select and appoint an experienced EA flight chief to conduct shadow training for each new EA flight chief. Within 45 days of assignment, the new flight chief will spend at least 2 full workdays with the shadow trainer who will provide training on all critical tasks identified on the CJQS. For new HP

flight chiefs, the squadron production superintendent will consult with the group superintendent to identify an HP flight chief to conduct shadow training.

6.3. Conduct a 5-day training visit with new production flight chiefs within 45 days of the flight chief's assignment. Training must focus on critical JQS tasks. If the squadron production superintendent is unavailable during the first 45 days, the squadron senior trainer or operations flight chief may conduct the training. If both the squadron senior trainer and operations flight chief are unavailable, the squadron production superintendent will coordinate with the group superintendent to assign a previously certified flight chief to conduct the training.

6.4. Conduct training evaluations as required. Review and approve training adjustments for production recruiters.

6.5. Review production recruiter training evaluations. Review and approve training plans and modify them as necessary. Review requests for training extensions and make recommendations to the squadron commander.

6.6. Visit each new EA and HP recruiter within the first 120 days of date arrived station (DAS) to access the new recruiters training progression within the Recruiter Transition Program (RTP). The production superintendent will document this assessment on AF IMT 623a and file under Tab 3 of the AF Form 623, *Individual Training Record Folder*. (AF Form 623 is prescribed by AFI 36-2201, Volume 3. Refer to that publication for guidance on filling out the form.)

6.7. Conduct and document all certifications on AF IMT 623a for all EA and HP recruiters and flight chiefs. If the squadron production superintendent is unavailable, the squadron senior trainer or operations flight chief may conduct the certification with the group superintendent's approval. Group superintendent's approval may be granted on a case-by-case basis. Use of blanket policy letter is prohibited. Approval may be granted using email or official memorandum and must be attached to the AF IMT 623a documenting the certification.

7. Squadron Training and Marketing Team (RCS/RST):

7.1. The squadron senior trainer will manage the entire squadron training and marketing program. He or she will serve as primary trainer for all squadron training and marketing AFSC 8R000 NCOs, and with RCG/CCU approval, will help RCG/RST conduct field training of flight chiefs, recruiter refresher training and PSS/PSC training as necessary.

7.2. Squadron training and marketing team personnel will:

7.2.1. Ask for assistance (in writing) from the RCG/RST or HQ AFRS/RSOT as needed. Route requests for assistance through the squadron production and group superintendents.

7.2.2. Monitor and track all squadron training programs and identify higher headquarters training requirements to RCG/RST. Suspend flight chiefs for updates to training plans, every 30 days until closed, and review updates for compliance with the training plan.

7.2.3. Document and advise the commander and production superintendent of suspended training requirements. Utilize a spreadsheet type tracking tool with email, or post the suspenses on staff meeting slides.

7.2.4. Provide initial supplemental training to newly assigned EA and HP recruiters within 90 days of their training start date. (**Note:** If no HP-certified trainer is assigned, the squadron produc-

tion superintendent may select a certified HP recruiter to conduct this training.) The initial supplemental training must be at least 2 full days and focus on critical JQS tasks.

7.2.5. Provide training on the training program and training record management to all newly assigned supervisors within 60 days of their assignment. Document this training on an AF IMT 623a, and file the signed AF IMT 623a under Tab 2 of the AF Form 623.

7.2.6. Provide supplemental training to other AFSC 8R000 personnel (as necessary or when requested).

7.2.7. At least annually, review all training records for all squadron enlisted personnel not in training to ensure required documentation (that is, training meetings and (or) other supplemental training) is included.

7.2.8. Review training records not later than (NLT) 30 days after every mandatory training evaluation unless certification is recommended, then the record must be reviewed NLT 15 days after the recommendation for certification or 15-month evaluation. All records will be reviewed prior to the certification evaluation to ensure required training documentation is included and a timely review has been completed by the squadron production superintendent. This includes acceptance or non-acceptance of the training evaluation.

7.2.9. Suspend appropriate responsible agents for completion of required documentation and brief the squadron production superintendent monthly on results. Utilizing a spreadsheet type tracking tool with email, or posting the suspensions on staff meeting slides is acceptable.

7.2.10. Act as the liaison between the recruiting squadron and host base education and training section.

7.2.11. Prepare training status reports and submit them to RCG/RST to arrive NLT the third workday of each month.

7.2.12. Monitor the performance and progress of RTP participants, and brief the production superintendent on participant status. This will assist the production superintendent during the 120-day validation process. (See **Section F** for further RTP information.)

7.2.13. Review recruiter training-related relief actions, and provide an assessment of training to the squadron production superintendent.

7.2.14. Review quarterly training meeting agendas to ensure a focus on quality training. Training should address squadron and higher headquarters emphasis issues and target unique flight production and/or training deficiencies. Use the sales performance tool kit (SPTK) during training meetings to reinforce PSS. Forward agendas to the production superintendent to review and to the commander for approval.

7.2.15. Initiate training records on newly assigned enlisted personnel during in-processing.

7.2.16. Schedule required supplemental training according to this instruction and as follows:

7.2.16.1. Ensure the operations flight chief provides training to production flight chiefs within 30 days of their training start date on goal allocation, zoning, incentive awards programs, market surveys, and operating instruction (OI) preparation. Document this training on an AF IMT Form 623a and place in Tab 3 of the AF Form 623.

7.2.16.2. Ensure the appropriate support flight personnel conduct logistics training for all production and MEPS AFSC 8R000 personnel during in-processing. Training will include government vehicle, cell phone, and stamp use and accountability; applicant travel training; computer use and accountability, and finance briefings. Document this training on an AF IMT 623a and place in Tab 3 of the AF Form 623.

7.2.16.3. Ensure the designated squadron Recruiter Assistance Program (RAP) monitor conducts RAP training during in-processing of newly assigned EA and HP recruiters and flight chiefs. Document training on AF IMT 623a and post in Tab 3 of AF Form 623.

7.2.16.4. Coordinate and monitor shadow training for EA and HP recruiters and production flight chiefs ensuring focus on critical task training for the respective duty position.

7.2.17. Review production performance evaluations as requested or necessary, and analyze the evaluations to identify training needs and assist in the training process.

7.2.18. Provide 2 full workdays of in-field marketing training to new EA recruiters within 120 days of their training start date. Also ensure the squadron training and marketing NCO provides refresher training (as requested) to other AFSC 8R000 personnel.

7.2.19. Conduct in-field marketing refresher training to newly assigned HP recruiters within 120 days of their training start date.

7.2.20. Conduct marketing orientation or refresher training for newly assigned production flight chiefs within 120 days of their assignment. The orientation or refresher training for flight chiefs may be conducted in-field or in-house and should be tailored to the needs of each individual.

8. Supervisor. Each supervisor will:

8.1. Conduct and document an initial orientation within 30 days of the date assigned. At a minimum, the orientation will cover standards, expectations, and operating procedures. Document the orientation on AF IMT 623a, and file the signed AF IMT 623a under Tab 2 of the AF Form 623.

8.2. Validate training of all assigned personnel within 60 days of the supervisor's arrival. This evaluation will result in either acceptance or nonacceptance of each individual's previous training. If an individual's training is not accepted, decertify tasks as appropriate, and establish a training plan tailored to meet the needs of the individual. Document the validation results and training plan (if needed) on AF IMT 623a and file in Tab 2 of the AF Form 623. Send training requirements to RCS/RST for review. The production superintendent must approve the training plan.

8.3. Serve as the primary trainer. However, there may be exceptions when a better training capability exists by assigning someone other than the immediate supervisor as the primary trainer. The squadron production superintendent will review exceptions, and the commander will approve them. Annotate on AF IMT 623a, and file under Tab 2 of AF Form 623. For example, an MLS running a three-person MEPS may designate a MEPS NCO as the primary trainer for the other assigned MEPS NCOs, and the MLS may conduct the task certifications.

8.4. Conduct and document evaluations and task certifications according to the JQS and this instruction. Maintain the AF Form 623. To decertify a task, cross out or erase the certification date and certifier's initials. On the AF IMT 623a, annotate the specific tasks and subtasks decertified and a plan to retrain to proficiency. File the information in Tab 2 of the AF Form 623. Document all training for decertified tasks on AF IMT 623a, and file in Tab 3 of the AF Form 623.

8.5. Ensure all required supplemental training is provided for subordinates and is properly documented. Newly assigned EA or HP recruiters will receive a minimum of 5 full workdays of critical task training within the first 30 days of assignment from their flight chief (or someone selected by the squadron production superintendent if no flight chief is assigned).

8.6. Meet all responsibilities of the RTP.

9. MLS. The MLS will conduct or coordinate MEPS training for one day within 60 days of the training start date for newly assigned EA recruiters. The MLS will conduct MEPS orientation for newly assigned HP recruiters and EA and HP flight chiefs within 60 days of their assignment. Tailor this training to the needs of each individual and document on AF IMT 623a.

Section B—Training Process

10. Overview:

10.1. Initial training is defined as all training for recruiters placed in production duty positions (that is, EA and HP recruiters and EA and HP flight chiefs). The supervisor will use the JQS and be responsible for certifying each task and conducting the training evaluations. The process is as follows:

10.1.1. Together, the JQS and AF IMT 797, *Job Qualification Standard Continuation/Command JQS*, serve as the basic training plan for conducting training of each recruiting position (production and nonproduction). (AF IMT 797 is prescribed by AFI 36-2201, Volume 3. Refer to that publication for guidance on filling out the form.)

10.1.2. JQS tasks are time phased according to the critical nature and mission impact each task carries. In time-phasing, the first number indicates the earliest a task may be closed; the second number indicates the time when the task must be rated satisfactory. For example, a task time phased as (4-8) means the earliest the task may be closed is the fourth month, and a satisfactory level must be achieved by the eighth month. Tasks identified as critical tasks will have documented training within the first 60 days regardless of the time phase of the task.

10.1.3. For production recruiters and flight chiefs, the primary trainer will concentrate on providing critical task training until the satisfactory level is reached according to the time phases in the JQS. The trainee will initial the appropriate JQS task each time training is conducted on that task. The primary trainer will initial and date the task when the satisfactory level is reached.

10.1.4. For AFSC 8R000 personnel in nonproduction positions (task certification training), the supervisor and (or) primary trainer will ensure training and task certification are accomplished per the appropriate JQS.

10.1.5. To decertify a task, simply cross out or erase the certification date and certifier's initials on the JQS. On AF IMT 623a, annotate specific tasks and subtasks decertified and a plan to retrain to proficiency; then file the documentation in Tab 2 of the AF Form 623. Document all training for decertified tasks on AF IMT 623a, and file in Tab 3 of AF Form 623.

10.1.6. Document and track required training evaluations, required supplemental training, and RTP activities on AF IMT 1098, *Special Task Certification and Recurring Training*, and file them in Tab 1 of AF Form 623. Document all supplemental training (training conducted by someone other than the primary trainer) on AF IMT 623a, and file under Tab 3 of AF Form 623. (AF IMT

1098 is prescribed by AFI 36-2201, Volume 3. Refer to that publication for guidance on filling out the form.)

10.2. The training period will normally last no more than 12 months. Refer to [Table 1](#) for required or supplement training due dates.

Section C—Certifications

11. Initial Training Certification:

11.1. The squadron production superintendent will normally conduct the certification; however, the squadron senior trainer or operations flight chief may conduct the certification with group superintendent approval. Conduct certification evaluation on all production recruiters in training within 45 days after recommendation by the flight chief and/or primary trainer. Individuals may be certified any time after the eight-month training evaluation. **Note:** Document all certifications on AF IMT 623a.

11.2. If the production superintendent or designated certifying official does not concur with the recommendation and/or does not certify the recruiter, the reasons will be documented on AF IMT 623a. Initiate a training plan identifying areas of concern and a plan to fix them. If the training plan was created by someone other than the production superintendent, the production superintendent must approve the plan. File this AF IMT 623a in Tab 2 of the AF Form 623.

12. Task Certification. MEPS, operations, training, and marketing AFSC 8R000 personnel are considered to be in task certification training. This certification will be conducted by a designated individual certified in the task being evaluated (other than the primary trainer) or by the production superintendent or senior trainer. The task certification training process may come to a close any time after completion of the sixth month and must be closed by the twelfth month of training. The tasks must be performed at the satisfactory level prior to certification.

Section D—Exceptions to Training

13. General. Under unusual circumstances, squadrons may request an AFSC 8R000 individual be exempted from attending a scheduled higher headquarters workshop. HQ AFRS/RSO is the approval/disapproval authority. HQ AFRS/RSOT will maintain a file copy of the request and subsequent approval/disapproval.

14. Adjustments in Training. Use an adjustment when either the primary trainer or the trainee is unavailable for training for periods totaling 30 consecutive days or more. Adjust training for whatever period the primary trainer and/or trainee is unavailable. (**Note:** This includes RTP recruiters; see [Section F](#) for more details.) The flight chief (or person appointed by the production superintendent if no flight chief is assigned) will request adjustments in writing from the production superintendent through the RCS/RST. The production superintendent is the approval authority for all training adjustments. Document approval on AF IMT 623a, and file it in Tab 2 of AF Form 623.

15. Extensions in Training. The flight chief (for EA and HP recruiters) and the production superintendent (for EA and HP flight chiefs) may request a 90-day training extension as a result of an unsatisfactory 12-month training evaluation or failure to be certified. The RCS commander is the approval authority for this extension. Not counting adjustments in training, the total time in training will normally not exceed 15

months. However, under unusual circumstances, extensions beyond 15 months may be requested. Forward these requests to the RCG commander for approval. The 15-month evaluation and training plan must accompany the request and arrive at RCG/RST NLT 30 days after the evaluation.

Section E—Training Administration

16. Use of AF Form 623 or 623b, *Individual Training Record Label*. Set up the AF Form 623 or 623b (optional) as follows (AF Form 623b is prescribed by AFI 36-2201, Volume 3. Refer to that publication for guidance on filling out the form.):

16.1. **Tab 1.** AF IMT 1098, CJQS, and AF IMT 797.

16.2. **Tab 2.** Adjustments, extensions, evaluations, orientations, corrective training plans, and any miscellaneous training-related memos.

16.3. **Tab 3.** Training documentation.

16.4. **Tab 4.** Career Field Education Training Plan (CFETP) or JQS and career brief to include documentation from the previous AFSC.

NOTE: Squadron training and marketing team personnel may remove documentation from Tabs 2 and 3 pertaining to previously certified recruiting positions. File this documentation in Section 4. DO NOT remove previous recruiting JQS or AF Form 797; maintain in Tab 1, behind current duty position JQS or 797.

Table 1. Required or Supplemental Training.

I T E M	A	B	C	D	E	F
	Title (note)	Due Date (From Training Start Date)	EA	HP	EA F/C	HP F/C
1	Finance	During In-processing	X	X	X	X
2	Logistics	During In-processing	X	X	X	X
3	Computer Systems	During In-processing	X	X	X	X
4	Information Management	During In-processing	X	X	X	X
5	Operations	During In-processing	X	X	X	X
6	RAP	During In-processing	X	X	X	X
7	RST Initial Training Orientation	During In-processing	X	X	X	X
8	Marketing Orientation	During In-processing	X	X	X	X
9	Commander Orientation	During In-processing	X	X	X	X
10	Superintendent Orientation	During In-processing	X	X	X	X
11	Production Superintendent Orientation	During In-processing	X	X	X	X
12	First Sergeant Orientation	During In-processing	X	X	X	X

I T E M	A	B	C	D	E	F
	Title (note)	Due Date (From Training Start Date)	EA	HP	EA F/C	HP F/C
13	Supervisor's Initial Orientation	30 Days	X	X	X	X
14	5 Days Critical Task Training	30 Days Recruiters 45 Days for Flight Chiefs	X	X	X	X
15	Shadow Training (2 Full Days)	30 Days Recruiters 45 Days for Flight Chiefs	X	X	X	X
16	National Voter Registration Act (NVRA)	30 Days	X			
17	MEPS Training/Orientation	60 Days	X	X		
18	Flight Admin Training (Flt Sec or IM)	30 Days	X			
19	RST In-Field Training	90 Days	X	X		
20	Marketing In-Field Training	120 Days	X	X		
21	Production Superintendent Validation (See paragraph 23.5.)	120 Days	X			
22	PSS Applications (includes HP Advanced)	4-8 Months	X	X		
23	PSC Applications	4-8 Months			X	X
24	RCG/RST In-Field Training	120 Days	X		X	X
25	Senior Trainer Orientation (Done by RCG/RST)	120 Days			X	X
26	Mini-jet Training	365 Days	X	X	X	X
27	Acceptance/Validation of Training	60 Days	X	X	X	X
NOTE: All training listed in this table must be completed within the appropriate timeframe and be annotated on an AF IMT 623a. Using an overprint AF IMT 623a is permissible. All AF IMTs 623a listed in this table will be filed according to Section E of this instruction.						

17. Training Evaluations:

17.1. Training evaluations are mandatory for EA and HP recruiters and EA and HP flight chiefs as follows: (**Note:** In unusual circumstances, group commanders may grant an additional 30 days to any training evaluation. Document this 30-day extension on AF IMT 623a, and file in Tab 2 of AF Form 623.)

17.1.1. Conduct 4-month evaluations no earlier than (NET) 120 days but NLT 150 days after the training start date.

17.1.2. Conduct 8-month evaluations NET 240 days but NLT 270 days after the training start date.

17.1.3. Conduct 12-month evaluations (if required) NET 365 days but NLT 395 days after the training start date.

17.1.4. Conduct 15-month evaluations (if required) NET 455 days but NLT 485 days after the training start date.

17.2. Evaluate each task using the following proficiency levels: (1) satisfactory—this level indicates the recruiter can do all parts of the task, needs only a spot check to complete work, and meets local demands for speed and accuracy while meeting production requirements; (2) unsatisfactory—this level means the trainee is unable to do simple parts of the task and needs to be shown how to do most of the task. Trainers will demonstrate each task and then observe trainee performance until the satisfactory level is reached, as follows:

17.2.1. Any critical task rated **unsatisfactory** on the JQS will result in the entire evaluation being rated unsatisfactory. The evaluator must adhere to time phases identified for each task. He or she will ensure the supervisor has properly identified the training deficiencies and prepared an effective training plan to correct those deficiencies. The squadron production superintendent must approve all training plans.

17.2.2. For unsatisfactory training evaluations, the supervisor prepares a plan to correct identified deficiencies and obtains approval by the production superintendent. (**Note:** Forward the recruiter's AF Form 623, evaluation, and training plan to RCS/RST NLT 10 days after the evaluation date.) Concentrate training on the deficient tasks until the satisfactory level is reached. Document all training conducted as a result of an unsatisfactory training evaluation on AF IMT 623a, route through RCS/RST and the squadron production superintendent every 30 days until complete, and file under Tab 3 of AF Form 623. The supervisor may continue to train on deficient tasks and reevaluate on the next time-phased evaluation or annotate the satisfactory level has been reached for each task and close the training plan. The closing action must state that proficiency in the previously deficient area has been achieved and that no further training in the area is required. This must be documented on AF IMT Form 623a and filed under Tab 3 of the AF Form 623. Production superintendent must approve closing of the training plan.

17.2.3. If an EA or HP recruiter's cumulative net reservation production while in training (training start date) is less than 100 percent, the flight chief will justify and the production superintendent will review any training evaluation rated satisfactory. The justification will be completed using AF IMT 623a and filed in Tab 2. If extra room is needed, attach the additional AF IMT 623a behind the evaluation.

17.2.4. Document training evaluations for recruiters on an overprinted AF Form 623a provided by HQ AFRS/RSOT. The RCS/RST will place these forms in the training record (Tab 2) at the beginning of the training process. Supervisors should document task closure from the JQS onto the appropriate training evaluation AF IMT 623a as training progresses, instead of attempting to evaluate all required tasks at one time. Document training evaluations for other production positions on AF IMT 623a, and file in Tab 2 of the AF Form 623.

18. Quarterly Training Meetings:

18.1. These are formal, mandatory, training meetings held by production flights to provide training on PSS and identified deficiencies. They are also held to motivate recruiters and instill esprit de corps. The SPTK must be used during training meetings to reinforce PSS. Flight chiefs will prepare and forward agendas through RCS/RST for the production superintendent to review and forward to the commander who will approve or disapprove it. Joint meetings between flights are highly encouraged. Ensure a copy of the agenda is forwarded to each representative invited to attend the training meeting.

18.2. The total length of training will be at least one-half of the total number of normal duty hours devoted to the meeting. Recruiting groups may conduct training meetings as deemed necessary by the RCG/CC.

18.3. When possible, a representative from the squadron training and marketing team will attend each flight training meeting. Other recruiting squadron and group representatives are encouraged to attend to provide different perspectives on issues and training concepts. Document training provided during these meetings on AF IMT 623a. **Note:** One all-inclusive AF IMT 623a may be used for all training conducted.

19. Annual Training Meetings. These meetings are a mandatory portion of the recruiting squadron's annual training meeting. The total length of training will be no less than one-half of the total number of normal duty hours devoted to the meeting. Document training provided during these meetings on AF IMT 623a. **Note:** One all-inclusive AF IMT 623a may be used for all training conducted.

Section F—Recruiter Transition Program (RTP)

20. Overview. The RTP is a comprehensive program designed to substantially improve the initial training process. The desired outcome of the RTP is improved performance for recruiters during their initial assignment and reduced recruiter relief actions. This program follows the theme of recruiting as a way of life, a fundamental principle to success. Its objective is proactive communication between recruiting squadrons and Air Force recruiting school students.

21. Responsibilities:

21.1. The Air Force recruiting school will have each student complete AFRS Form 9, *New Recruiter Personal Biography*, on day one of training. In-turn recruiting school personnel will fax or e-mail the biography to the student's respective group recruiting service support personnel (RSSP), who will, in turn, forward it to the appropriate squadron RSSP. The squadron RSSP will ensure appropriate squadron leadership, including the training team, receive a copy immediately.

21.2. The RCS/CC will send a welcome memorandum to inform, encourage, and motivate each new recruiter. (See [Attachment 4](#) for a sample of this memorandum.) The commander will also ensure a sponsor package is mailed to each inbound recruiter in recruiting school. This must be more than a routine sponsorship program; it must be tailored to the unique needs of the new recruiter.

22. Production Transition:

22.1. The objective of production transition is to provide a transition period for new recruiters to learn the basics of recruiting while adjusting to a new environment. The primary objective is quality training, and the primary benefit is the assurance that new recruiters will begin on the right foot and be bet-

ter prepared to make goal. Other expected benefits include improvement of initial training, focus on quality versus speed, and fewer training-related and stress-related relief actions.

22.2. Production transition begins when the new recruiter signs into the squadron. This is the training start date and enters each new recruiter into initial training. As much as possible, conduct all supplemental training (identified in [Table 1.](#)) during this transition period.

22.3. Within the first 30 days of the new recruiter's assignment, the flight chief (or someone selected by the squadron production superintendent if no flight chief is assigned) will spend at least 5 full workdays with the new recruiter, providing critical task training. This training will translate the fundamentals taught in recruiting school, demonstrating their application in the recruiter's unique zone. Realistic expectations will be levied and weekly feedback will be provided.

22.4. New recruiters will shadow successful recruiters within the flight or squadron. Flight chiefs must ensure these sessions are productive and as much as possible include school visits, center of influence events, sales presentations, Delayed Entry Program commander's calls, etc. This training should also include critical task training.

23. Methodology:

23.1. New recruiters will not be goaled for the calendar month of the DAS regardless of the date. The first full calendar month, give a goal of zero; the second full calendar month, give a goal of one; and the third full calendar month, they will receive a goal according to the flight goaling OI. Each RCS/RST will monitor goals closely during the RTP period to ensure each new recruiter is assigned goal accordingly and look for training opportunities to ensure a smooth transition into recruiting. RCS/RST will report progress monthly via the training status report (TSR) to their respective RCG/RST. The RTP will end at the end of the second full calendar month after arrival.

23.2. For those recruiters in RTP who must attend mandatory formal courses, such as Airman Leadership School (ALS) and Noncommissioned Officers Academy (NCOA), a training adjustment will be completed according to paragraph [14](#). RTP will pick up from the date the recruiter returns from ALS or NCOA. Example: If the recruiter departs for formal school in the first full month (a goal of zero), then the month they return from formal school will also be considered the first full month (a goal of zero). Ensure the rookie year is adjusted and tracked according to requirements outlined in paragraph [25](#). **Note:** In the training adjustment AF IMT 623a, ensure the class start date and graduation dates are included for cross reference as needed.

23.3. Provide critical task training via demonstration and performance, and document on the CJQS. Production superintendents must ensure specific, realistic, measurable, and attainable expectations are levied.

23.4. As a minimum, document the training listed in [Table 1.](#) on AF IMT 1098 and file under Tab 1 of the recruiter's AF Form 623. Document this training on AF IMT 623a and file under the appropriate tab of the AF Form 623.

23.5. Squadron commanders and production superintendents will closely monitor activity levels throughout the transition period. The production superintendent will visit each new recruiter within the first 120 days of DAS to assess the new recruiter's training progression. The production superintendent will discuss this assessment on the AF IMT 623a and file under Tab 3 of the AF Form 623.

24. Reports. RCS will report the following information via monthly TSRs: number of recruiters authorized, number of recruiters assigned, number of recruiters in training, and (or) number of recruiters in RTP (EA only).

25. Reservations. All net reservations produced by recruiters during the RTP will count toward total flight and recruiter production. The competition period for the award of Top Rookie Recruiter and the Senior Recruiter Badge will be the first 12 months on goal. This will begin with the month the recruiter starts being goaled according to the flight and squadron goaling OIs (third full month in most cases). All reservations produced during RTP will apply for this competition; however, only goal assigned according to the flight goaling OI will count toward net reservation goal. (Example: New recruiter signs into the squadron on 15 January 2007. Zero goal in January, zero goal in February, goal of one in March, and goal according to flight goaling OI in April. April will be the first month that net reservation goal is counted toward the first 12 months on goal. However, if the recruiter reserved one person in each January, February, and March, those reservations do count toward rookie statistics. The recruiter will start with a goal (whatever it may be for April) plus the 3 reservations already obtained. The rookie year in this case is; 01 April 2007 through 31 March 2008, and is the same for the out-of-cycle senior recruiter badge.)

Section G—Administrative Information

26. Prescribed Form:

AFRS Form 9, *New Recruiter Personal Biography*

27. Adopted Forms and IMTs.

AF Form 623, *Individual Training Record Folder*

AF IMT 623a, *On-the-Job Training Record Continuation Sheet*

AF IMT 623b, *Individual Training Record Label*

AF IMT 797, *Job Qualification Standard Continuation/Command JQS*

AF IMT 1098, *Special Task Certification and Recurring Training*

AFRS Form 1374, *Recruiter Evaluation*

ALFRED J. STEWART, Brigadier General, USAF
Commander

Attachment 1**GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION*****References***

AFMAN 33-363, *Management of Records*, 1 March 2008

AFPD 36-22, *Air Force Military Training*, 22 March 2004

AFRSI 36-2101, *Air Force Recruiting Service (AFRS) Military Personnel Programs*, 26 May 2004

AFI 36-2201, Volume 1, *Air Force Training Program, Training Development, Delivery, and Evaluation*, 1 October 2002

AFI 36-2201, Volume 2, *Air Force Training Program, Training Management*, 13 January 2004

AFI 36-2201, Volume 3, *Air Force Training Program, Air Force Training Program on the Job Training Administration*, 4 February 2005

AFI 36-2201, Volume 4, *Air Force Training Program, Managing Advanced Distributed Learning (ADL)*, 23 October 2002

AFI 36-2201, Volume 5, *Air Force Training Program, Career Field Education and Training*, 8 June 2004

AFI 36-2201, Volume 6, *Air Force Training Program, Total Force Training and Education Review Process (TFTERP)*, 27 September 2002

AFRSI 36-2801, *Air Force Recruiting Service Awards Program*, 24 August 2007

AFRSI 90-201, *Air Force Recruiting Service (AFRS) Inspection Programs*, 22 July 2004

Abbreviations and Acronyms

AFRS—Air Force Recruiting Service

AFSC—Air Force specialty code

ALS—Airman Leadership School

CC—commander

CCU—superintendent

CCY—production superintendent

CFETP—career field education and training plan

CJQS—command job qualification standard

DAS—date assigned station

EA—enlisted accessions

F/C—flight chief

HP—health professions

IM—information management

JQS—job qualification standard
MEPS—military entrance processing station
MLS—MEPS liaison supervisor
NCO—noncommissioned officer
NCOA—Noncommissioned Officers Academy
NET—not earlier than
NLT—not later than
OI—operating instruction
OPR—office of primary responsibility
PCS—permanent change of station
PSC—professional sales coaching
PSS—professional selling skills
RAP—Recruiter Assistance Program
RCG—recruiting group
RCS—recruiting squadron
RSI—Recruiting Service Information Technology Division
RSO—recruiting service operations
RSOT—Recruiting Service Training Branch
RSS—recruiting service support
RSSF—recruiting group financial management
RSSI—recruiting service support information management
RSSL—recruiting service group or squadron logistics
RSSP—recruiting service support personnel
RST—recruiting service training and marketing branch
RSXL—recruiting service logistics
RTP—recruiter transition program
SAV—staff assistance visit
SPTK—sales performance tool kit
TSR—training status report

Terms

Critical Task—Those tasks essential to a production recruiter's success. Refer to applicable JQS.
Date Assigned Station (DAS)—The date the recruiter signs into the squadron.

Initial Training—All training for recruiters placed in production duty positions (that is, EA and HP recruiters and EA and HP flight chief positions).

Job Qualification Standard (JQS) and AF Form 797, *Job Qualification Standard Continuation/Command JQS*—These documents serve as the training plan for conducting the training of each recruiting position (production and nonproduction).

Production Supervisor—All production flight chiefs and production superintendents.

Recruiter Transition Program (RTP)—A comprehensive program designed to improve the initial training process. (Quality training is the program's main objective.)

Supplemental Training—Training provided by someone other than the primary trainer.

Task Certification Training—Training for recruiters placed in nonproduction duty positions (MEPS, operations, marketing, and squadron training).

Training Needs Assessment—Initial evaluation of the skills and knowledge of each recruiter (whether in training or certified) assigned to a flight or section to be conducted by newly assigned supervisors within 60 days of DAS.

Training Start Date—The DAS (PCS involved) or date assigned duty position (no PCS involved). This is the same date entered in the Military Personnel Data System (MilPDS).

Attachment 2

HQ AFRS-SPONSORED WORKSHOPS AND CONFERENCES

A2.1. Objective. The objective of HQ AFRS-sponsored workshops and conferences is to provide training, guidance, and/or orientation to AFRS personnel. As a minimum, new personnel assigned to AFRS positions will attend the workshops. All workshops are mandatory unless waived by HQ AFRS/CC and documented on an AF IMT 623a and filed under Tab 2 of the AF Form 623. **Note:** Temporary duty funding for attendance at these workshops and conferences is the responsibility of the unit to which the member is assigned at the time of attendance.

A2.2. HQ AFRS/RSOT Responsibilities and Attendance Guidelines. HQ AFRS/RSOT will schedule and coordinate with RCG/RST, and will:

A2.2.1. Conduct an orientation workshop for new squadron commanders.

A2.2.2. Conduct an orientation workshop for new production superintendents.

A2.2.3. Conduct an orientation workshop for new group and squadron flight commanders (RSS, and RSO).

A2.2.4. Conduct a workshop for new operations flight chiefs.

A2.2.5. Conduct a MEPS workshop for new MLS and new MEPS liaison NCOs. This workshop will incorporate MEPS PSS applications coursework.

A2.2.6. Conduct an initial flight chief training workshop for all new EA and HP flight chiefs. **This training will be completed within 90 days of assignment.**

A2.2.7. Conduct an initial HP recruiter training workshop for all new HP recruiters to include advanced HP PSS training. **This workshop will be completed by newly selected HP recruiters within 90 days of assignment.**

A2.2.8. Conduct a train-the-trainer workshop for new squadron trainers. This workshop is mandatory for all newly assigned squadron trainers, marketing NCOs, and senior trainers and will include the PSC course as part of the workshop. **Note:** If any former squadron trainer attended the workshop in the past and is now assigned to a duty position as a senior trainer, attendance to this workshop is not mandatory. In this case, place the former AF IMT 623a for the attendance in Tab 3 of the AF Form 623. If not available, confirm prior attendance with HQ AFRS/RSOT, and they will forward a documented AF IMT 623a showing attendance which should be placed in Tab 3 of the AF Form 623.

A2.2.9. Coordinate and host PSS applications, PSC, and PSC application facilitator/instructor certification for selected AFRS, group and squadron senior trainers.

A2.2.10. Coordinate PSS core facilitator/instructor certifications for new recruiting school instructors.

A2.2.11. Assist with coordination and hosting of an annual training and marketing conference for all recruiting squadron and group trainers. This conference will provide the latest training and marketing guidance, and coordinate development of command-wide training and marketing evaluation aids to avoid duplication.

Attachment 3

TRAINING FOR RECRUITING SERVICE SUPPORT (RSS) FLIGHT PERSONNEL

A3.1. Objective. The objective of this training is to provide regulatory guidance to ensure timely, quality training for newly assigned RSS personnel, including information management, systems administration, finance, logistics, and personnel NCOs.

A3.2. HQ AFRS Responsibilities. The appropriate HQ AFRS division or branch will provide and oversee training as outlined in this attachment.

A3.3. Group Responsibilities. RCG/RST will coordinate and track training to ensure compliance with this instruction. The appropriate group functional area will provide training as outlined in this attachment.

A3.4. Squadron Responsibilities. RCS/RST will ensure the appropriate AF IMT 797 is included in the AF Form 623 for all newly assigned RSS flight enlisted personnel (non-AFSC 8R000).

A3.5. Information Managers (RSSI):

A3.5.1. HQ AFRS/RSI or an appointee from a RCG/RSSI will provide onsite training to newly assigned group information managers within 60 days of in-processing.

A3.5.2. RCG/RSSI or an appointee from another RCS/RSSI will provide onsite training to newly assigned squadron information managers within 60 days of in-processing.

A3.5.3. The group or squadron support flight commander, as appropriate, will certify training was accomplished within 90 days of unit in-processing.

A3.5.4. All information managers will complete the mandatory training requirements as determined by HQ AFRS/RSI.

A3.6. Financial Management NCO (RSSF). HQ AFRS/RSXF or RCG/RSSF will provide onsite training to newly assigned group finance NCOs within 60 days of unit in-processing. The group or squadron support flight commander, as appropriate, will certify training within 90 days of unit in-processing.

A3.7. Logistics Management NCOs (RSSL):

A3.7.1. HQ AFRS/RSXL or an appointee from a RCG/RSSL will provide onsite training to newly assigned group logistics managers within 60 days of in-processing.

A3.7.2. RCG/RSSL or an appointee from a RCS/RSSL will provide onsite training to newly assigned squadron logistics managers within 60 days of in-processing.

A3.7.3. The group or squadron support flight commander, as appropriate, will certify training within 90 days of in-processing.

A3.8. Personnel NCOs (RSSP):

A3.8.1. HQ AFRS/RSPX or an appointee from a RCG/RSSP will provide onsite training to newly assigned group personnel NCOs within 60 days of in-processing.

A3.8.2. RCG/RSSP or an appointee from a RCS/RSSP will provide onsite training to newly assigned squadron personnel NCOs within 60 days of in-processing.

A3.8.3. The group or squadron support flight commander, as appropriate, will certify training within 90 days of in-processing.

A3.9. First Sergeants (CCF):

A3.9.1. Each newly assigned first sergeant will participate in a shadow orientation. The orientation will be with an AFRS first sergeant with at least one year of AFRS first sergeant experience. While this will usually be at the location of the first sergeant providing the training, the RCG/CCU has the discretion to authorize the first sergeant providing the training to travel to the new first sergeant's location. The orientation length will be determined by the needs of the facilitator and attendee, and should be accomplished within the first 60 days after the new first sergeant's in-processing. As a minimum, use the following as a basis of discussion topics:

A3.9.1.1. TRICARE issues – medical and dental, locating providers (if available, new first sergeants should attend the TRICARE orientation course within their first 12 months of assignment to AFRS.)

A3.9.1.2. Relief packages – process and procedures.

A3.9.1.3. Geographically separated units challenges – urinalysis, PFT, PHA, dental.

A3.9.1.4. Malpractice issues to include unprofessional relationships.

A3.9.1.5. Integrity issues with recruiters; for example, use of vehicles, phones, stamps, prequalifying applicants, travel card, etc.

A3.9.1.6. Relationship to host base as well as other military bases within recruiting zones.

A3.9.1.7. Tips on conducting effective office visits.

A3.9.1.8. Professional military education scheduling and obtaining funding for ALS—scheduling intricacies; for example, how many from EA at a time, and scheduling MEPS at the end of the year, etc.)

A3.9.1.9. OPREP reporting for personnel accidents, injuries, and/or suicide attempts.

A3.9.2. The first sergeant providing the training shall forward an AF IMT 623a, or a memorandum for record to RCG/RST within 15 calendar days of completing the training. RCG/RST will maintain the AF IMT 623a and use this method to track accomplishment of the orientation and maintain oversight of this program.

A3.10. Squadron Superintendents (CCU):

A3.10.1. Each newly assigned squadron superintendent who has never served in an 8R000 duty position will participate in a shadow orientation. The orientation will be with an AFRS squadron superintendent with at least 1 year of AFRS squadron superintendent experience. While this will usually be at the location of the superintendent providing the training, the RCG/CCU has the discretion to authorize the superintendent providing the training to travel to the new superintendent's location. The orientation length will be determined by the needs of the facilitator and attendee and should be accomplished within the first 60 days after the new superintendent's in-processing.

A3.10.2. The superintendent providing the training shall forward an AF IMT 623a, or a memorandum for record to RCG/RST within 15 calendar days of completing the training. RCG/RST will maintain the AF IMT 623a and use this method to track accomplishment of the orientation and maintain oversight of this program.

A3.11. Providing Onsite Training. In two-person-deep group positions, the appropriate HQ AFRS division or branch OPR will determine if in-place NCOs have sufficient knowledge and experience to provide onsite training. In two-person-deep squadron positions, the RCG/RSS will determine if in place NCOs have sufficient knowledge and experience to provide onsite training.

Attachment 4**SAMPLE RECRUITING SQUADRON RTP WELCOME MEMORANDUM**

(Date)

MEMORANDUM FOR (GRADE/NAME)

FROM: XXX RCS Commander

Street

City State ZIP

SUBJECT: Welcome to the XXX Recruiting Squadron!

1. Congratulations on your upcoming assignment to Recruiting and welcome to the XXX RCS! We are looking forward to adding you to our team of professionals. Even as you're beginning to appreciate Recruiting's challenges and rewards, we understand you may have some questions. In the XXX RCS, we want to ensure you get the information needed to make your upcoming transition as smooth as possible.

2. We do not wish to intrude on your studies, but we definitely want to make ourselves available should you have any questions or just want some advance information on what to expect. Toward that end, your sponsor is _____, DSN____-____. His/her job is to find information, help solve problems, meet you when you arrive, and make it easier for you to in-process and get settled. Please keep him/her advised of your plans and relocation needs. Additionally, here is some contact data we encourage you to use at your convenience:

Sponsor: _____ Phone: _____ e-mail: _____

Flight Chief: _____ Phone: _____ e-mail: _____

First Sergeant: _____ Phone: _____ e-mail: _____

Production Superintendent: _____ Phone: _____ e-mail: _____

Superintendent: _____ Phone: _____ e-mail: _____

Commander: _____ Phone: _____ e-mail: _____

3. Up to 8 days of permissive leave are authorized for house hunting, and it begins after you sign into the squadron. If you take permissive leave for house hunting prior to signing in, it counts as regular leave. If, after graduating from recruiting school, you decide to make an advance trip to the area for house hunting, you can take up to 10 days. However, you will have to return to your current unit before being released from the base. Be sure to check with the base housing office or applicable point of contact before you sign a housing contract. This is an Air Force requirement.

4. You will be able to get some things done before you sign in, but certain items such as travel pay can only be done afterward. I encourage you to sign in as soon as possible. Remember, your sponsor and flight chief are here to help you through the first few weeks—be sure to use them.

5. Once you're on board, we have a number of programs to help acclimate you and your family (if applicable). These include programs such as Lifeworks, a 24-hour toll-free calling system to get immediate information and help; TRICARE Prime Remote; and other helpful squadron programs.

6. Again, welcome! I invite you to contact me directly if there is anything I can do to make your move better. I'm at DSN ____-_____, COMM (____) ____-_____.

XXXXXXX X. XXXXX, Grade, USAF

Commander